

5 February 1953

MEMORANDUM TO:

THRU

FROM

SUBJECT

Comments on Concept and Operation of ORR Career Service Board

1. PRO-LOG ---

I would like to make two points in this pre-amble before discussing the main issue. One is that personally I have always been in favor of the Career Service Board and the other two, that professionally, in building and operating the ORR, we have been developing a consistent career program and we have every new person coming in for the past two years who has been completely committed to the idea of career service in intelligence. Anything that we say here is said for the purpose of improving the operation of the career service program in ORR.

2. MAIN ISSUE---

It seems to me that the main issue which has never been clearly resolved and possibly not even recognized in any official

publications that I've seen is the division of responsibility between the Career Service Board and the Divisions recommending certain actions on training, promotions, transfers, etc. What the Career Board needs to decide and should have decided prior to setting up its stand is exactly how much it is going to depend on the recommendations of the Divisions. In slightly different words, how much is the Career Service Board going to depend upon the judgments expressed by the operating Divisions and how far the Career Service Board stands to have into the evidence on each specific case. It has always seemed to me that until this is fairly well-established, we will have little but confusion on this issue, the end result of which will be to impair the operation of the career service program in OHR.

3. SUBSEQUENT DIFFICULTIES---

It has always seemed to us that the operating difficulties case-by-case have always arisen from a lack of clarity in the definition of the Career Service Board's responsibilities as compared to the responsibilities of the Divisions who recommend certain actions.

*CSB/RP
for Archives*

*Should have
shelled out
terms of reference
in office
notice
signed by JAB*

*Alan Woodward
reculation
7 minutes*

Without this line of demarkation being fairly well-established, what we have is an uncertainty on both sides; an uncertainty within the Career Service Board as to exactly what it's proper mission and in terests are, and an uncertainty within the various operating Divisions as to their responsibilities. There is doubt as to the amount of evi-
dence expected by the Career Service Board. There is doubt as to the amount of evidence that should be furnished in connection with each particular case. Without wishing to rake over old ashes. I recall a particular case in point without recalling the name of the analyst. The Division recommended that the analyst's request to take the first year Russian at a local university be approved. The Career Service Board checked into his record and discovered that this analyst had taken both a one-year Russian course in college and had taken the 8-week Russian course, whereupon the Career Service Board raised great questions about whether or not this man should be allowed to take the first year Russian training program and asked a great many

[illegible]

passed the whole thing on to the Career Service Board with recommendations that it be approved. The Career Service Board then raised the same questions I did and refused to take the above explanation. Then they asked that the man appear before the Career Service Board. This we were perfectly agreeable to doing, but we had to explain to the man that he was not being drag-goosed, that this was not a kangaroo court and that no one wished to attack either his integrity or his recommendations, but merely wanted to inquire. Well, we got the man ready, got him down there and then the Career Service Board decided they didn't want to interrogate him at all, they'd take the Division's recommendations.

The main point of this, is that it indicates a lack of clarity in the minds of the Career Service Board as to exactly what it feels its responsibilities are and what evidence should be sent in on each particular case.

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4. RECOMMENDATIONS--

Having gone this far in analysis and expression of opinion as to what was wrong with the Career Service Board's operations, I guess we are more or less obligated to make some constructive suggestions. I would just like to stress again that these criticisms are not aimed at the idea of a career service or aimed at the ORR Career Service Board, but merely directed at the problems involved in operating career service program within ORR.

Simply stated and without any attempt at formal presentation or editing and so forth, we would suggest the following action needs to be taken to assure more effective operation of the ORR career service program

Finley

(a) A clear statement of the concept of the CIA Career Program within which the ORR career service program can be placed. Following this there would be a rather clear statement of the purpose of the ORR career service program and how the Career Service Board will operate in maintaining and developing this career program for people in ORR.

(b) As an extension of the last thought in the preceding paragraph, there should be a fairly clear statement as to how

much the Career Service Board will depend on the judgments and recommendations of the operating Divisions and then, inversely, of course, how much and what kinds of information or evidence should be presented to the Career Service Board in connection with different kinds of cases which the Career Service Board reviews. And, then I guess these different categories of cases should be listed;

(c) I would suggest that this paper be distributed to all operating Divisions for comment and so forth, partly to give them a chance to vote and partly to give everybody an idea of what the thinking is on the Career Service Board. After this has been done, the paper might be issued as the formal basis for the career service program within ORR.

5. SUMMARY---

Well, [] these are our thoughts on the career service program and ways and means of operating it in ORR. Would like to stress again that these comments are offered for whatever assistance they may be to the people responsible for developing the career service program in ORR. Glad to have had this opportunity to make a few remarks.

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